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IMPACT OF WORKPLACE SPIRITUALITY ON ORGANIZATIONAL COMMITMENT WITH THE MEDIATING ROLE OF ORGANIZATIONALCULTURE

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Abstract: *The importance of Workplace spirituality is gaining fame among scholars.In the recent past, management's scholars have successfully found its affiliation with different variables. The aim of this study is to add knowledge in literature and provide suggestion for practical implementation, regarding the subject. All the results are based on empirical analysis of the data collected in Higher Education Institutions of Pakistan. The study investigated the causal affiliation between workplace spirituality and organizational commitment of faculty members with the mediating variable of organizational culture. Research was conducted in the public sector universities of Khyber Pakhtunkhwa, Pakistan. Four universities were selected randomly,out of 29 universities. Questionnaire was used for the collection of data with 7-point Likert scale.Two hundred questionnaires were distributed among the selected universities out of which one hundred and ninety questionnaires were received. The study used Barron and Kenny's method and hypothesis was confirmed with multiple regression analysis. Results indicate that workplace spirituality (WPS) has positive and significant association with organizational culture and the later significantly mediates the impact of WPS on organizational commitment. Those employees who are spiritually motivated coupled with a positive organizational culture leads to enhanced commitment of employee.*

Keywords: Workplace Spirituality, Organizational Commitment, Organizational Culture

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Introduction

In the recent past, management theory and practice has given an importance to a new phenomenon i.e. Workplace spirituality (WPS) which was hidden from management scholars. According to Howard (2002), "Recently, the term spirituality has gained greater currency in organization and management development circles". Therefore, it is anoutlyingalarm in management to studyWPS as a subject which can shed lights on management problems. Keeping in view its importance, Howard (2002) further states that there is an "explosion of interest in spirituality as a new dimension of management".

Organizational behaviour is an interdisciplinary field which focuses on better understanding of employees and their management inside organization (Kreitner & Kinicki, 2001). Keeping in view this objective, a holistic approach is required to study human behaviour. It indicates that behaviour of people at work should be studied from different perspectives. Each person carries a system which include physical, psychological and spiritual as a subsystem which can further be categorize (Giacalone&Jurkiewicz, 2003). Physical and psychological subsystems have been studied extensively while spiritual subsystem has gained importance in the recent past.Fanggidae, (2018) discuss the types of spirituality; the first one is religious spirituality and the second one is workplace spirituality (WPS) which was fond in positive relation with organizational culture (OCl) in the study conducted in Indonesian's college lecturers.

Research Objectives

The following research objectives were kept in mind while conducting this study:

1. To investigate the impact of WPS on OC of the faculty in Higher educational Institutes (HEI) of Pakistan.
2. To know the extent of mediation of organizational culture (OCl) on the relation between WPS and OC.
3. To investigate difference in responses of full time and contract faculty in HEIs.

Purpose of the Study

Although WPS has been researched extensively by number of scholars, it was deemed necessary to conduct an empirical research to understand workplace spirituality, commitment of employees and the casual relation between the two. The determination of this research is to find out the impact of WPS on OC with mediating factors of OCl in HEI of Khyber Pakhtunkhwa.

Research Gap

WPS is a fresharea in the management circles. The aim of the current research work is to explore the connection of WPS and OC and how this relation can be mediated by OCl.Earlier studies discussed and explore the relation between WPS and OC. Although no research has been carried out which have taken organizational culture (OCl) as a mediating variable in the relation under discussion. So, this was conducted to dig out the unexplored area.

Literature Review

Workplace Spirituality (WPS)

In the recent past, WPS has taken the limelight in the management circles and its relationship with management has been established and propagated on different forums (Long and Mills, 2010).Scholars have admitted its importanceand reality which can't be ignored easily (Krishnakumer & Neck, 2002; Pawar, 2009; Rego& Cunha, 2008; Deshpande, 2012). For any organizational success, it is necessary thatworkforces should join the workplace

with their heart, physique (body) and soul (emotion) (Waddock, 1999; Fanggidae, 2018). Ali et al. (2019) endorse the importance of WPS and associate it with leadership, organizational culture, humanism, nature of work and trust. Rego and Cunha (2008) stated thatWPS is the "recognition that employees have an inner life which nourishes and is nourished by meaningful work taking place in the context of a community". Ashmos and Duchnon (2000), itemise WPSinto four major parts;

1. "Inner self"2. "Meaning of work"3. "Sense of connectedness" 4. "values alignment with workplace"

Organizational Commitment

Organizational commitment is the name of "Affective commitment (AC)", "Continuance commitment (CC)" and "Normative commitment (NC)", (Meyer & Allen, 1990).AC is the emotional partof the employeeswith organization, CCis to carry and continue in the current organization in presence of some better opportunity outside the organization and NC is about the feeling and sense of oneness with workplace (Awais, Malik &Qaisar, 2015). Literature endorse the association of AC, CC and NC, as an important construct, with OC (Rego&Cunha, 2008).Desa and Pin Pin, (2011) summarize the definition of OC that it is the status of individual to be emotional, responsible, attached, devoted and feeling of proudness for the reason of his/her association with the organization.

Organizational Culture

Hofstede and Hofstede (2005) detailed OCl as "The collective programming of the mind that distinguishes the members of one group or category of people from another." Similarly, Quinn and Cameron (1999) defined OCl as "The taken-for-granted values, the underlying assumptions, expectations, collective memories, and definitions present in the organization. It represents how things are around here. It reflects the prevailing ideology that people carry inside their heads". According to Ouchi (1981), scholars felt the need of studying OCl when it was felt to obtain the detail knowledge, regarding speedy change in term of time and situation, in the behaviour of organizational employees.

Schein (1992) has called OCl as "a pattern of basic assumptions that the group learned as it solved its problem of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems".So, it can be easily said that organizational culture resembles to somewhat unwritten rules which guides the behaviour of employees inside organization. According to some scholars like Morris and Pavett, (1992) and Sulkowski (2012), organizational culture can be transferred from senior members to new employees through organizational history, customs, trainings, taboos, stories, symbols metaphors, myths and narratives.

Culture is basically anoutline of some basic beliefs and normssettled by a setof people which seeks to harmonize it with exterior orientation. It usually shifted from seniors to new members and it explain the feeling, thinking and action of workforce (Koutroumanis & Alexakis, 2009; Kraljevic et al., 2011).After an extensive research on thousands of organizations, OCl model was settled by Denison and William (Kraljevic et al., 2011). This model includes the four basic constructs of OC;

1. "Involvement"2. "Consistency"3. "Adaptability"4. "Mission"

Workplace Spirituality (WPS) and Organizational Commitment (OC)

WPS encourageOC and that it is extremely important for the workplace (Fry, 2003; Chawla &Guda, 2010; Piryaei&Zare, 2013; Afsar&Rehman, 2015;Khan, Sabri& Nasir, 2016).WPS is the important factor affecting OC(Millimanet al., 2003; Rego&Cuhna, 2008;Dehaghi, Goodarzi&Arazi, 2012;Wainaina, Iravo&Waititu, 2014; Chelliah, Ling-Meng, Jaganathan, & Koay, 2019: Sari, Nasution, &Wahyuni, 2019). If the WPS was not provided to the organizationz, the results will come in the form of low morale, turnover and zero commitment. IWPS has strong positive impact on OC (Pawar, 2009).

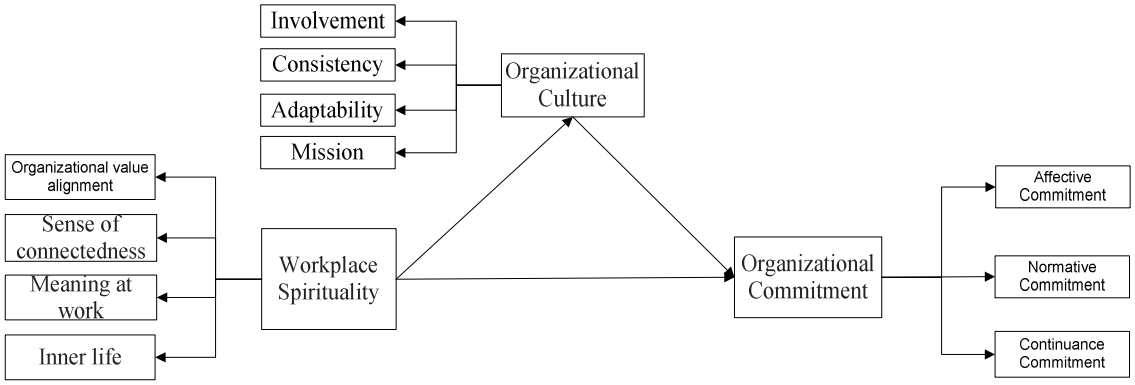
A spiritual man always welcomes the work with meaningfulness and community and enjoy and celebrate if the organization values were found matching (aligned) with personal values and the whole make him/her a committed employee (Wainaina, Iravo&Waititu, 2014). Similarly, the direct and indirect (JS) positive impact of spiritual intelligence on OC has been endorsed byAwais, Malik and Qaisar, (2015). The contribution of WPS in encouraging the OC was further confirmed with the study of Deigle, (2012) and Shahbaz and Dr.Ghafoor, (2015) WPS improve OC irrespective of gender, age and official grade although the experience moderate the relation.

Mediating role of organizational culture

Esievo, et al. (2019) disclose a road toward innovativeness, elasticity and strength of the organization with the help of WPS, which can be incorporatedonly by organization's culture.Moor (2008) mentioned Konz and Ryan (1999) finding the Organizational vision, mission and all the procedures and norms inside organization are the parts of organizational culture which actually picturize the spiritual mind of the managers, leader or organization's founder. The procedure and missions gradual change with time. Moor (2008) further explain that if the above statement is true three scenarios can be proposed. First, spiritual values of the founder have been adopted by the organization. Second, the spiritual values of employees have been adopted by the organization and third, that organization adopted the mixture of the spiritual values of employees, founder and leader. Now those employees will allow to enter who have similar nature of spiritual values and those whose spiritual values does not match with organization's value will not be able to sustain for a long period of time and such employee will not be satisfied nor committed. Rocha and Pinheiro, (2020) stated that WPS is directed by leaders, member of the organization, organizational culture and environment of the organization.

Van der Walt and de Klerk, (2015) support the opinions discussed above by stating that organizational culture portray the spirituality of leaders or top-level management.The literature also show that organizational structure facilitates the affiliation between WPS and OC (Soliemani, Tavakoli, &Salajegheh, 2019). The strong association of organization culture and WPS and the concept that it is the culture which allow spirituality to be nourished or not is endorced many time in literature (Konz& Ryan 1999;Moor, 2008; Awais, MalikandQaisar, 2015; Charoensukmongkol, Daniel, &Chatelain-Jardon, 2015; Van der Walt & de Klerk, 2015; Fanggidae, 2018).Alas & Mousa, (2016) stretch the exploration process of the affiliation between WPS and OCl by stating at the base of research in Egypt, that every trait of OCl is not necessarily affect the dimensions of WPS.

Conceptual framework of the study



Methodology

Research Design

Survey Instruments

Primary data was collected through a questionnaire for this quantitative research.Those queries which were contained in the questionnaires were grounded on some standing models. Four main sections were included in this questionnaire which are as under:

1. Demographic Variables: Some questions related to the personal information of the respondents were included in the questionnaire such as age, gender, level of education, experience and rank.

2. Workplace Spirituality (WPS): WPS is grounded on Ashmos and Duchon (2000) covering four extents of WPS i.e. “Inner Life”, “Meaningful work”, “sense of connectedness” and “organizational value alignment”. Five questions have been asked on each dimension.

3. Organizational Culture (OCl): This is based on Denison, Young and Jae Cho (2006) covering four extents of OCli.e. “Involvement”, “consistency”, “adaptability” and “mission”.
Nine questions were asked on each dimension.

4. Organizational Commitment(OC): OC is grounded on Allen and Meyer (1990) theory, covering three(3)constructs i.e. “Affective”, “normative” and “continuance commitment”. Three questions were asked on each dimension.

Hypothesis

The following hypothesis has been used based on the above conceptual framework.

H1: “Organizational culture positively mediate the relationship between workplace spirituality and organizational commitment.

H1a: Workplace spirituality have a positive impact on organizational commitment.

H1b: Workplace spirituality have a positive and significant impact on Organizational culture.

H1c: Organizational culture has a positive and significant impact on organizational commitment.

H1d: Organizational culture has a positive mediating impact between the relationship of workplace spirituality and organizational commitment.”

Population and Sample

Research was conducted in the public sector universities of Khyber Pakhtunkhwa, Pakistan. There are 29 universities working in public sector. Four universities were selected randomly out of 29 universities. Two hundred questionnaires were distributed among the selected universities out which one hundred and ninety questionnaires were complete in all respect.

Data collection and Analysis Techniques

A questionnaire was used for the data collection with seven-pointLikert scale. As proposed by Barron and Kenny's, this study used Multiple regressionfor the statistical analysis of the hypothesis.

Analysis and Results

Research Findings

The main hypothesis of the current study was "The Organizational Culture positively mediates the relationship between Workplace Spirituality and Organizational Commitment" among the faculty members in universities of Khyber Pakhtunkhwa. This hypothesis was tested by using mediated regression analysis stepssuggested by Baron and Kenny, (1986). The first assumption of the process is that there should be anaffiliation between the DV and IV (Baron Kenny,1986).

Table. 1 Model Summary for regression model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	Sig. F Change	
1	.849[a]	.722	.720	.49415	.722	487.161	.000	

a. Predictors: (Constant), WPS

The Table.1 shows that the R-Square change is 0.722, which specifies that the independent variable (WPS) has brought 72% of change in the dependent variable (DV) organizational commitment, which is significant at p=0.000 levels.

Table. 2 The Regression Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.759	.172		10.243	.000
Workplace Spirituality	.733	.033	.849	22.072	.000

a. Dependent Variable: OC

Furthermore, Table. 2 displays the Standardized Beta Coefficient for independent variable. The results show that the independent variable has a significant positive relationship with the dependent variable, as clear from the Standardized Beta Coefficients, which are all positive, thus the 1stassumption of Baron Kenny (1986) was successfully encountered.

Baron Kenny (1986) second conditionis that there should be some relationship between the IV and mediator variables. The Table. 3 shows that R-Square change is 0.785, which means that the independent variable i.e. workplace spirituality has brought 78% of change in the mediator variable i.e. organizational culture, which is significant at p=0.000 levels.

Table. 3 Model Summary for regression model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	Sig. F Change	
1	.886	.785	.784	.48968	.785	685.940	.000	

Furthermore, Table. 4 displays the Standardized Beta Coefficient for independent variable. The results show that the IV had a positive and significant relationship with the mediating variable, as clear from the Standardized Beta Coefficients, which are all positive. Thus, fulfilling the second condition of the Baron Kenny (1986).

Table. 4 The Regression Beta Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.236	.170		-1.389	.166
	Workplace Spirituality	.862	.033	.886	26.190	.000

a. Dependent Variable: OCl

Baron and Kenny, (1986) third conditionstates that when the mediator (Organizational Culture) is added into the regression model of (independent and dependent variable relationship), then the standardized β coefficients of independent variable became smaller or sometimes become less significant. The Table. 5 shows 1st step, the R-Square change is 0.72, which declares that the independent variables have brought 72% of change in the dependent variable of Organizational Commitment, which is significant at p=0.000 levels. In the second step, the R-Square change is 0.76, which shows that the independent variable and mediating variable have brought 76% of change in the dependent variable of Organizational Commitment, which is significant at p=0.000 levels.

Table. 5 Model Summary for regression model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.849	.722	.720	.49415	.722	487.161	.000
2	.876	.767	.765	.45307	.767	308.064	.000

Predictors: (Constant), WPS
Predictors: (Constant), WPS and OCl

Furthermore, Table. 6 displays the Standardized Beta Coefficients for independent and mediator variables. The results show that in the 1st step the independent variables had a significant positive relationship with the DV. In the second step, the mediator was entered into the model then the Standardized Beta Coefficients became smaller but still remained significant, meaning that partial mediation has occurred. Thus, fulfilling the 3rd condition of the Baron and Kenny (1986) and the hypothesis was accepted.

Table. 6 The Regression Beta Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.759	.172			.000
	Workplace Spirituality	.733	.033	.849	22.072	.000
2	(Constant)	1.856	.158			.000
	Workplace Spirituality	.381	.066	.441	5.803	.000
	Organizational Culture	.408	.067	.460	6.052	.000

a. Dependent Variable: Organizational Commitment

Discussion and Conclusion

The results of the studyshow that the relationship between independent variable,WPS and organizational commitment is significant as the p-value is inacceptable range and less than .016. The currentstudy outcomeshave also been validated by number of researchers (Chawla &Guda, 2010;Piryaei&Zare, 2013;Afsar& Rehman, 2015; Khan, Sabri& Nasir, 2016). This research also shows 84.9% change in organizational commitment by WPS, which proves that strong spiritual values exists in the HEIs of Khyber Pakhtunkhwa.

The main purpose of this research was to discover the relationship of WPS & OC and the mediating effect of OCl. The findings of this research statesignificantly positive relationship between WPS and OC,which has also been confirmed by the previous research (Rego & Pina e Cunha, 2007; Chawla & Guda, 2010; Piryaei & Zare, 2013; Afsar & Rehman, 2015; Khan, Sabri & Nasir, 2016; Chelliah, Ling-Meng, Jaganathan, & Koay, 2019; Sari, Nasution, & Wahyuni, 2019).

The WPS and OClrelationship was detectedpositive and significant, which has also been validated by the findings of previous research (Sorakraikitikul&Siengthai, 2014). The results reveal significant and positive relation between the culture of organization and commitment which has been validated by the findings of previous research (Lok& Crawford, 1999)

The results this study shows, a direct correlation between workplace spirituality and organizational commitment and more to this, indirect correlation also exist between the same variable and the mediating variable is organizational culture. Its shows that workplace ridden with spirituality plays a positive role in organizational commitment and those people who takes spirit at their workplaces are more committed towards their organizations. This research also shows that organizational culture plays a positive role towards the commitment of employee. If the employees show spirituality at work and are familiar with organizational culture too,will definitelyimprove commitment and productivity.It is important to understand OCl for the purpose of recognition of workplace, for examining OC and for taking new steps toward the organizational goals.This study endorsesSoliemani, Tavakoli, andSalajegheh, (2019) finding that organizational structure mediates the relationship between WPS and OC. If managers want to improve the organizational commitment and the productivity of their employees, they should reconsider the basic factors which constitute the organizational culture (Rahimnia, & Alizadeh, 2009; Chelliah, Ling-Meng, Jaganathan, &Koay, 2019; Ghasemtabar, Arabzadeh, & Rahimidoost, 2019; Soliemani, Tavakoli, &Salajegheh, 2019).

Alas & Mousa, (2016) claim, that every trait of OCl is not positively interconnected with all the dimensions of WPS. The claim directs this study to recommend future researchers,for finding the associations among the constructs of WPS and organizational cultures.

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